

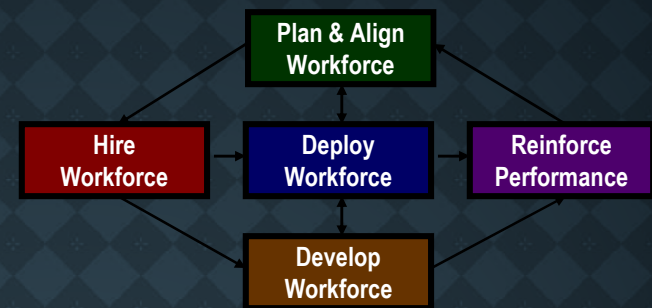
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**STATE OF WASHINGTON  
STATE AUDITOR'S OFFICE**

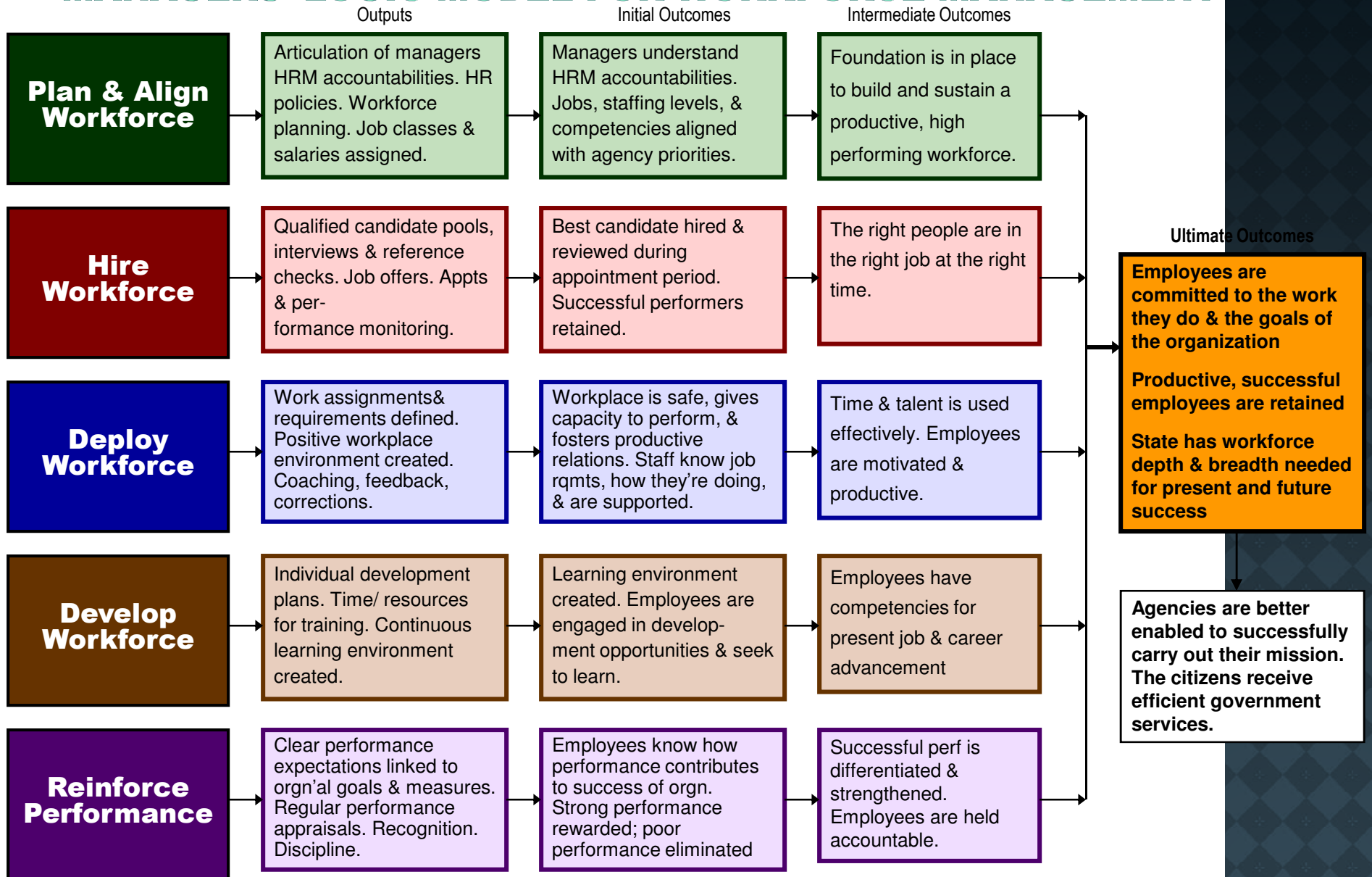
**HUMAN RESOURCE  
MANAGEMENT REPORT**

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October 2008



# MANAGERS' LOGIC MODEL FOR WORKFORCE MANAGEMENT



# STANDARD PERFORMANCE MEASURES

## Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

## Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

## Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

## Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

## Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

## Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

Agency Priority: Medium

**Percent supervisors with current performance expectations for workforce management = 100%\***

\*Based on 119 of 119 reported number of supervisors

## Analysis:

- Managers are provided expectations for workforce management as part of the PDP process. HR monitors the Performance and Development plans to ensure they consistently contain these expectations.
- The agency has developed specific written expectations for workforce management.
- The agency provides agency specific supervisory training that focuses on supervisor expectations of managing their workforce.

## Action Steps:

- HR will continue to monitor Performance and Development Plan for expectations related to workforce management.
- The agency will continue to provide training to new supervisors on Workforce Management principles and expectations.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Medium

## Management Profile

State Auditor's Office

**WMS Employees Headcount = 41**

**Percent of agency workforce that are WMS = 10.5%**

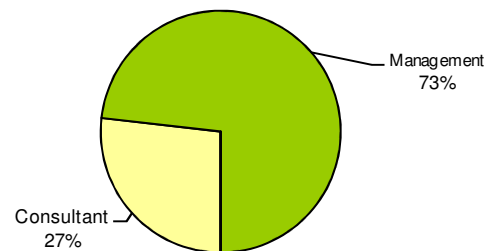
**Managers\* Headcount = 29**

**Percent of agency workforce that are Managers\* = 7.5%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)

### WMS Management Type

Management	30
Consultant	11



## Analysis:

- The agency has had an increase in WMS positions due to the increased staffing of our Performance Audit Team.
- The consultant group is made up of mostly Senior Performance Audit Project Coordinators who are responsible for managing contracts and agency wide projects.

## Action Steps:

- HR will continue to monitor the number of management positions to ensure any new positions meet the intent of Washington Management Service and that we maintain an appropriate ratio of staff to managers.

Data as of 10/1/08  
Source: HRMS Business Intelligence / Agency Tracked Data

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: Medium

**Percent employees with current position/competency descriptions = 98.2%\***

\*Based on 345 of 351 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- HR is currently working with the manager's to finish the remaining position descriptions that need to be finalized.

## Action Steps:

- HR will continue to work with managers to ensure all positions have updated and completed position descriptions, including competencies, for any new positions or where changes have been made to work duties.
- HR will follow up with managers monthly for those position descriptions still needing to be finalized and work with them to develop a plan for completion.

Data as of June 30, 2008  
Source: Agency Tracked Data

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill / Candidate Quality

Agency Priority: High

### Time-to-fill Funded Vacancies

Average number of days to fill\*: 38.5

Number of vacancies filled: 97

\*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: High

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 71    Percentage = 75%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 20    Percentage = 91%

Hiring managers indicating "no":

Number = 2    Percentage = 9%

## Analysis:

- Time to fill vacancies for non-audit positions have taken longer on average to fill.
- SAO implemented the Candidate Quality Survey on September 1, 2007.
- Candidate Quality Survey's were not sent to managers for internal promotions or re-hires.

## Action Steps:

- HR staff will take proactive measures to follow up with managers on recruitments to keep them moving forward in a timely manner.
- Broaden Candidate Quality Survey feedback to include feedback from managers for internal promotions and re-hires.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-fill vacancies

Candidate quality

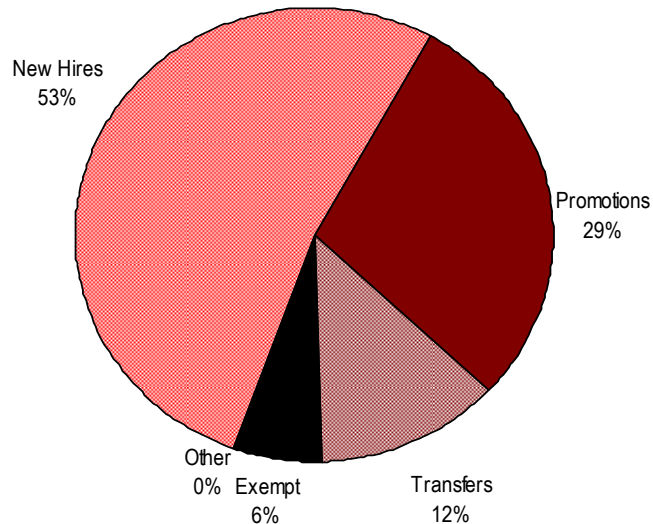
**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Hiring Balance / Separations During Review Period

Agency Priority: High

### Types of Appointments



**Total number of appointments = 97\***

Includes appointments to permanent vacant positions only; excludes reassignments  
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Medium

### Separation During Review Period

Probationary separations - Voluntary	13
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>13</i>
Trial Service separations - Voluntary	10
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>10</i>
<b>Total Separations During Review Period</b>	<b>23</b>

Data Time Period: July 2007 through June 30, 2008  
Source: HRMS Business Intelligence

## Analysis:

- The agency has a strong focus on our Internship program.
- HR provided updated training to hiring managers regarding the hiring process in November 2007.
- The agency has established detailed expectations and competencies, and a program of regular work product review in order to monitor employees during the probationary period
- The agency uses an exit interview program to gather input from employees leaving the agency.

## Action Steps:

- HR will continue to provide managers a monthly report of probationary and trial service employees.
- HR will continue to provide training to new supervisors on the hiring process.
- HR will continue to work with managers to ensure that employees performance is being properly evaluated during their probationary and trial services periods as well as annually.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Current Performance Expectations

Agency Priority: High

**Percent employees with current performance expectations = 81.2%\***

\*Based on 285 of 351 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- A large percentage of employees without current written performance expectations remain concentrated in a few teams.

## Action Steps:

- HR will work directly with managers of these teams to provide training on the PDP process and complete PDP expectations.
- HR will continue to distribute a monthly report to agency directors regarding Performance and Development Plan status as well as follow up with them individually to get assist with planning to get them back on track.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

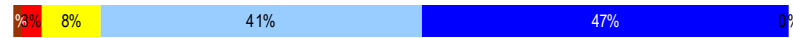
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Employee Survey "Productive Workplace" Ratings

Agency Priority: Medium

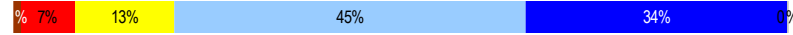
Q4. I know what is expected of me at work.



Avg

4.3

Q1. I have the opportunity to give input on decisions affecting my work.



4.0

Q2. I receive the information I need to do my job effectively.



4.1

Q6. I have the tools and resources I need to do my job effectively.



4.2

Q7. My supervisor treats me with dignity and respect.



4.6

Q13. My agency consistently demonstrates support for a diverse workforce.



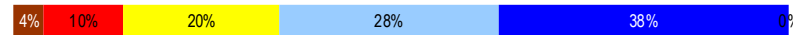
4.2

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.9

Q9. I receive recognition for a job well done.



3.9

■ Never/Almost Never

■ Seldom

■ Occasionally

■ Usually

■ Always/Almost Always

■ No Response

Overall average score for "Productive Workplace" ratings:

4.2

## Analysis:

- The agency survey results continued to remain higher than the statewide averages in every category.
- "Supervisors treat employees with dignity and respect" and "I know what is expected of me at work" continue to be the highest 2 rated categories.
- The agency has put a significant amount of time and resources into promoting staff recognition. We have seen a .3 increase in our average in our survey since implementing.
- Our overall average score for "Productive Workplace" increased by .1.

## Action Steps:

- HR will continue to develop recognition tools and ideas for managers as well as continuing to incorporate the importance of recognition or a job well done and the impact it has on staff morale into our supervisory training.

Data as of December 2007  
Source: Employee Survey Results

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

## Overtime usage

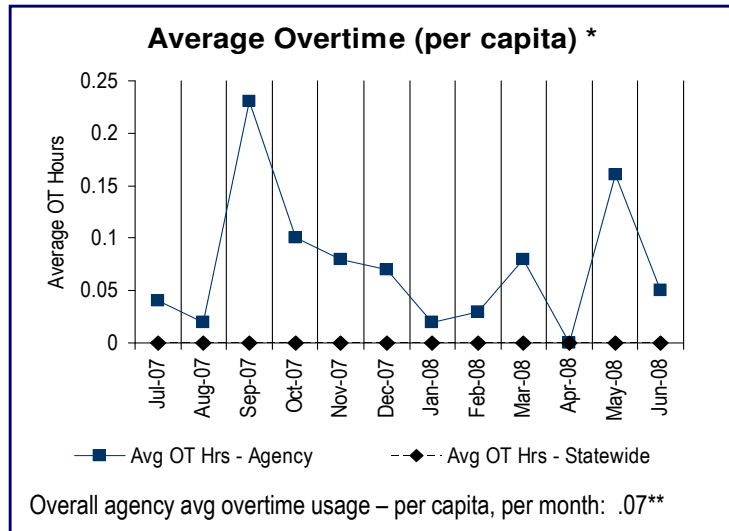
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

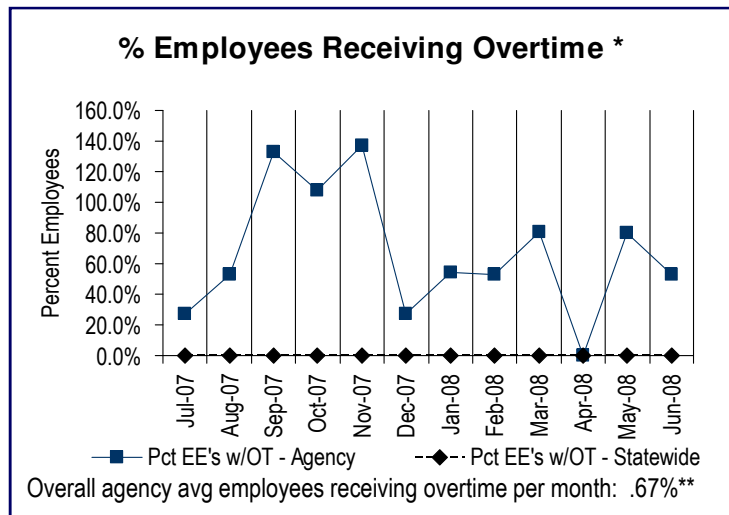
## Overtime Usage

Agency Priority: Low



\*Statewide overtime values do not include DNR

\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



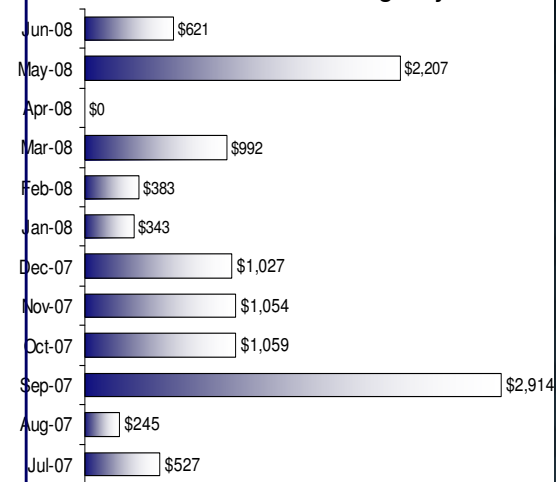
\*Statewide overtime values do not include DNR

\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: July 2007 through June 2008

Source: HRMS Business Intelligence

## Overtime Cost - Agency



## Analysis:

- Agency continues to have minimal overtime.

## Action Steps:

- Continue to monitor overtime use and staffing needs.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

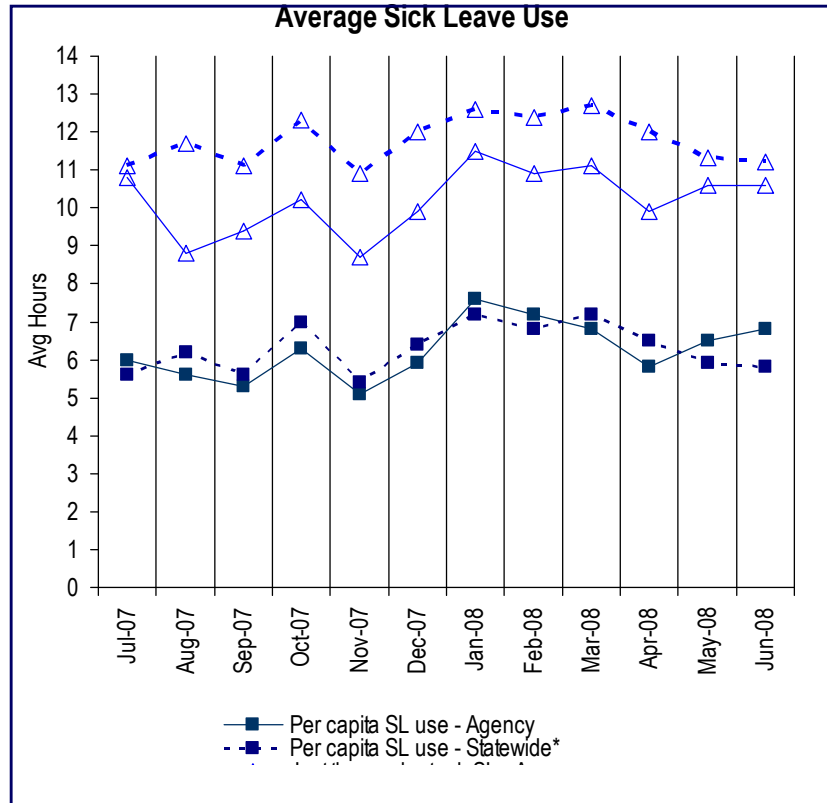
## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Sick Leave Usage

Agency Priority: Medium



## Analysis:

- During this time period the agency saw an increase in the number of Family and Medical Leave related absences, which included a higher than average number of Maternity related absences.
- The agency continues to take steps to promote the agency's wellness program, which includes promoting active participation in the statewide wellness program.

## Action Steps:

- HR will continue to work with managers to address any issues related to potential abuse of sick leave
- Fiscal will continue to provide a monthly sick leave usage report for team managers and Directors.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.2 Hrs	80.8%	6.3 Hrs	81.3%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
10.2 Hrs	127.5%	11.8 Hrs	147.3%

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2007 through June 2008

Source: HRMS Business Intelligence

**Deploy  
Workforce**

**Non-Disciplinary Grievances (represented employees)**

Agency Priority: Low

**Outcomes:**

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

**Performance Measures**

Percent employees with current performance expectations  
Employee survey ratings on "productive workplace" questions  
Overtime usage  
Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

N/A

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

### Filings for DOP Director's Review

- 1 - Job classification
- 0- Rule violation
- 0-Name removal from register
- 0- Rejection of job application
- 0- Remedial action

**1 - Total filings**

### Filings with Personnel Resources Board

- 0 - Job classification
- 0 - Other exceptions to Director Review
- 0 - Layoff
- 0 - Disability separation
- 0 - Non-disciplinary separation

**0 - Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Director's Review Outcomes

- The Job Classification listed above is still pending review from the DOP Director. Therefore, there is no outcome at this time.

Total outcomes = 0  
Data Time Period: 07/07 through 06/08  
Source: Department of Personnel / Agency Tracked Data

# Deploy Workforce

## Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

## Worker Safety

## Worker Safety: Auditor, Office of the State

### Analysis:

- HR sends periodic reminders to staff on safety related items.
- HR maintains a safety website with useful information pertaining to workplace safety items.

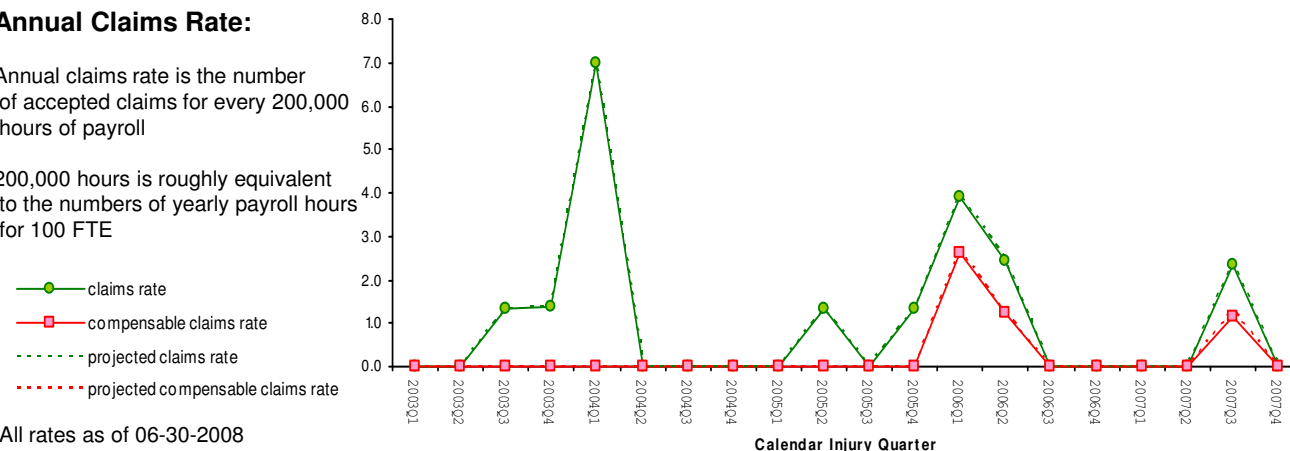
### Action Plan:

- Continue to take proactive steps to avoid workplace injuries.

### Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

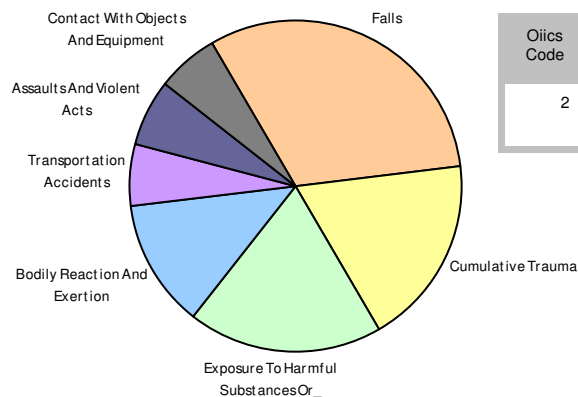
200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE



### Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter  
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



### Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	3

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008 )

## Develop Workforce

### Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

### Performance Measures

**Percent employees with current individual development plans**

**Employee survey ratings on "learning & development" questions**

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: High

**Percent employees with current individual development plans = 75.2%\***

\*Based on 264 of 351 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

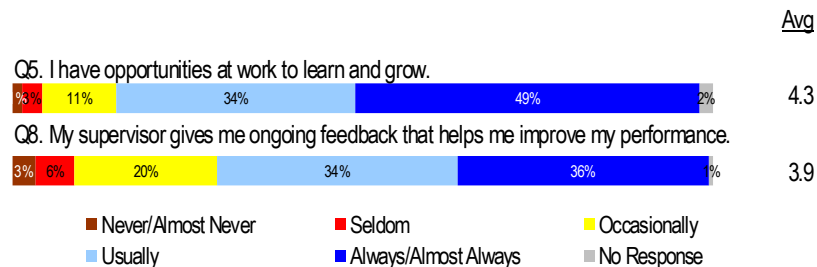
- 64 employees are currently in a Auditor in-training program with the agency.
- SAO was higher than the Statewide averages in each category.
- We had a .1 increase in our average for "I have the opportunity at work to learn and grow".

### Action Steps:

- HR will continue to provide a monthly report to agency directors indicating Performance and Development plan status.
- HR will provide training to new managers on the PDP process and assist with getting all plans up to date.

## Employee Survey "Learning & Development" Ratings

### Employee Survey "Learning & Development" Ratings



**Overall average score for "Learning & Development" ratings: 4.1**

Data as of December 2007  
Source: Employee Survey Results

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: High

**Percent employees with current performance evaluations = 81.9%**

\*Based on 287 of 351 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Agency directors have communicated their expectation that performance evaluations be completed on time.
- HR notifies managers each month of past due evaluations and is actively working with managers to provide assistance and develop a plan to bring evaluations current.
- HR provided PDP training to managers at agency led supervision training in November 2007.

## Action Steps:

- HR will continue to distribute a monthly report to agency directors indicating Performance and Development plan status.
- HR will continue to incorporate PDP training into our agency led Management Training for new supervisors.
- HR will continue to provide assistance to managers of teams with a low percentage of evaluations completed.

Data as of June 30, 2008  
Source: Agency Tracked Data

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

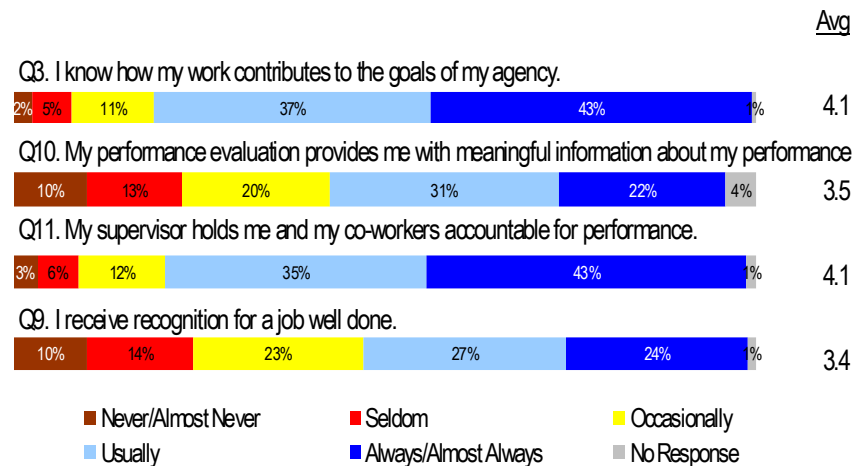
## Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey "Performance & Accountability" Ratings

Agency Priority: Medium



Overall average score for "Performance & Accountability" ratings: 3.8

## Analysis:

- HR has developed a variety of tools for managers to use to recognize employees.
- Recognition ideas were incorporated into agency leadership training at annual conference in Oct 2007 as well as agency supervision training.
- We had a .3 decrease in our average from the 2006 employee survey.

## Action Steps:

- HR will continue to provide managers with tools and resources to effectively recognize employees.

Data as of December 2007  
Source: Employee Survey Results

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Low

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
<b>Total Disciplinary Actions*</b>	<b>0</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

### Issues Leading to Disciplinary Action

- N/A

## Analysis:

- The agency has had no formal disciplinary actions taken during this time period. The agency utilizes performance coaching to address performance issues.
- Attendance and performance issues are dealt with on a case by case basis.

## Action Steps:

- The agency will continue to provide support to managers and supervisors that have staff experiencing performance issues.

Data Time Period: July 2007 through June 2008  
Source: Agency Tracked Data

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

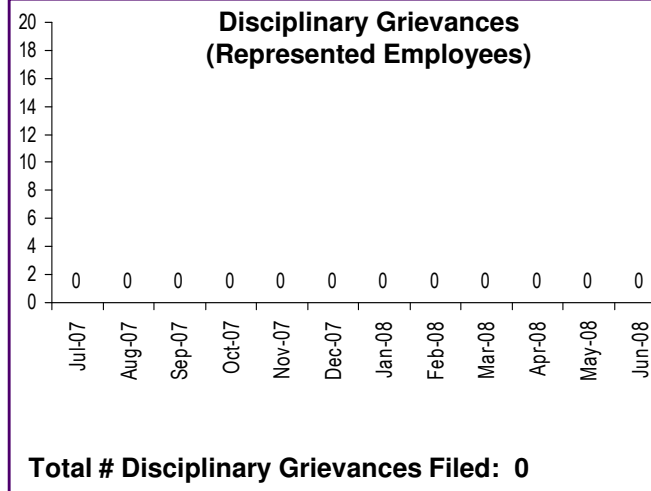
Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Disciplinary Grievances and Appeals

Agency Priority: Low



### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 - Dismissal  
0 - Demotion  
0 - Suspension  
0 - Reduction in salary

**0 - Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

▪ N/A

Data Time Period: July 2007 through June 2008  
Source: Agency Tracked Data

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

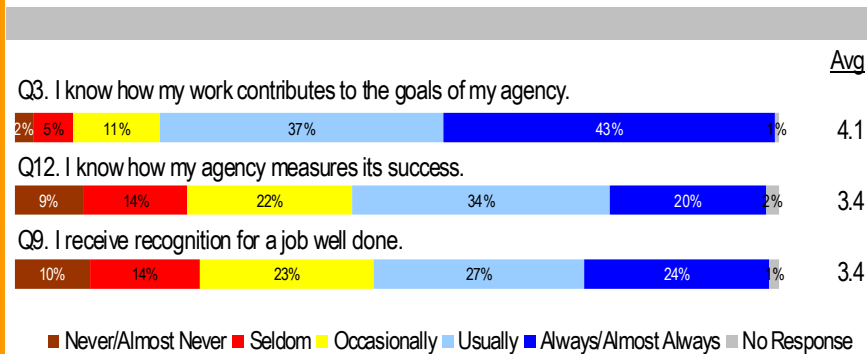
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Employee Commitment" Ratings

Agency Priority: Medium



Overall average score for "Employee Commitment" ratings: 3.7

### Analysis:

- See Analysis on Slide 18
- The agency consistently gathers information in staff interviews and exit interviews in these categories and uses the information to brainstorm possible improvements.

### Action Steps:

- HR will continue to gather feedback from staff through the Staff Interview and Exit Interview processes.
- HR will continue to work with managers to emphasize the importance of staff recognition and the crucial role it plays in Employee Commitment.

Data as of December 2007  
Source: Employee Survey Results

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

## Turnover rates and types

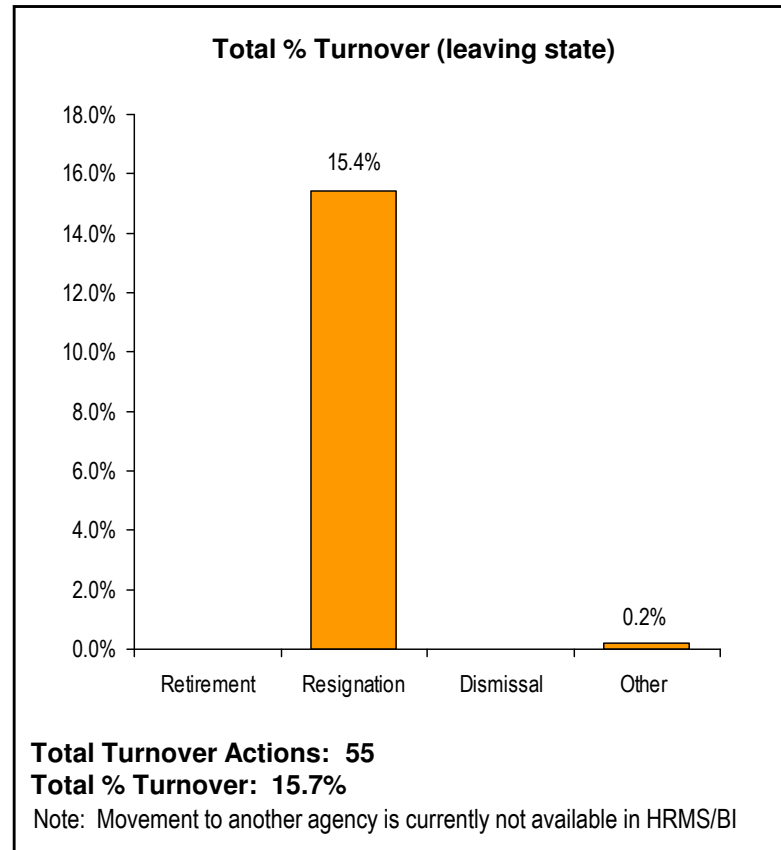
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates

Agency Priority: High



### Analysis:

- 91% of turnover was for Assistant State Auditor's leaving the agency.
- The #1 reason given during employee exit interview for leaving the agency was to accept a position with a higher salary.
- The agency regularly conducts exit interviews with feedback given to the Directors and Chief of Staff.
- HR continues to provide managers with a variety of recognition tools to utilize.

### Action Steps:

- Additional career tracks in areas such as performance auditing are continuing to be offered to staff in 2008.
- HR will continue the collection of data related to turnover reasons through the exit interview program and provide feedback to the Directors and Chief of Staff.
- HR is collecting data and is working towards developing training for supervisors related to generational differences in the workplace and how different factors attract and motivate different groups.

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

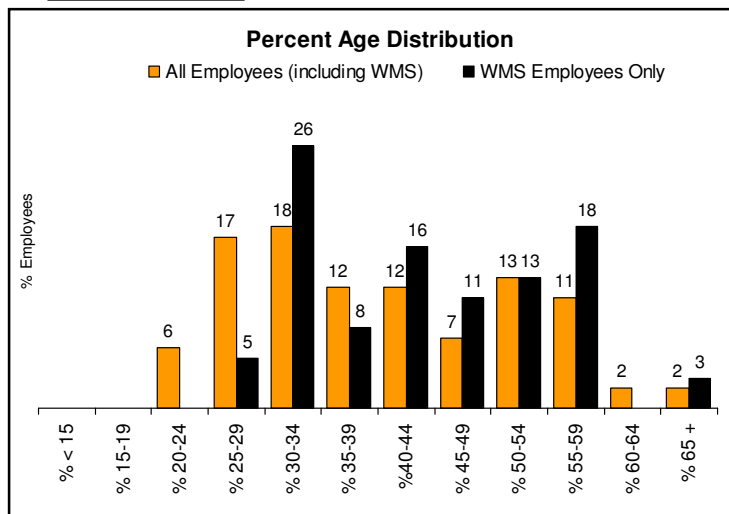
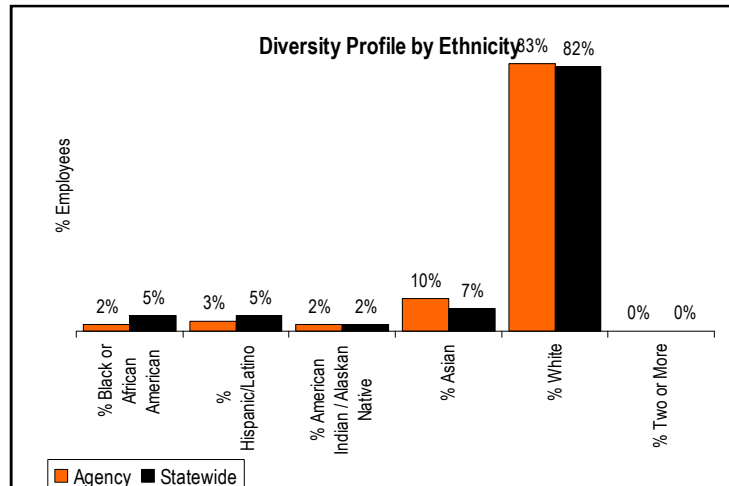
**Workforce diversity profile**

Retention measure (TBD)

## Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	61%	53%
Persons w/Disabilities	3%	4%
Vietnam Era Veterans	3%	6%
Veterans w/Disabilities	2%	2%
People of color	17%	18%
Persons over 40	47%	75%



### Analysis:

- The agency has been actively participating in the UW Minority Career Fairs from 2004 to current.
- Agency Affirmative Plan was completed in June 2007.

### Action Steps:

- HR staff will continue to proactively seek out resources to increase the diversity in our recruitment pools.
- The Agency will complete a new Affirmative Action plan in August 2009.

Data as of 06/08  
Source: HRMS Business Intelligence

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

**Workforce diversity profile**

Retention measure (TBD)

## Workforce Diversity Profile

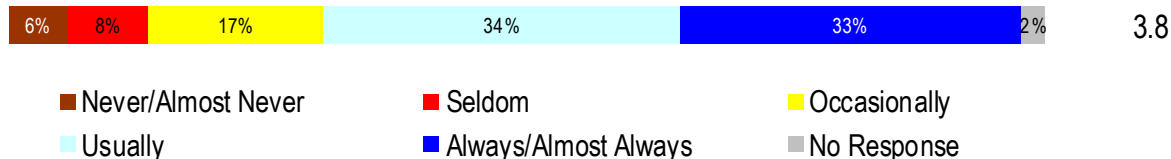
### Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: Medium

#### Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.

Avg



<b>Average rating for "Agency support for a diverse workforce":</b>	<b>3.8</b>
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#### Analysis:

- Our average for this category was the same as the statewide average for "Agency support for a diverse workforce".
- A key component of one of our SAO strategic goals is to Recruit, develop and retain a diverse, highly skilled staff. This goal is include in each employees development plan.
- We participated in the UW Minority Career Fair and also the Women in Finance Career Expo.
- Affirmative Action strategies are included in the SAO recruitment plan.

#### Action Steps:

- Diversity will continue to be a key part of our strategic goals for the agency.
- Each SAO recruitment specialist in the state has a goal to focus on getting more involved in diversity groups in the future.
- HR is collecting data and is working towards developing training for supervisors related to generational differences in the workplace and how different factors attract and motivate different groups.